

CONFIDENTIAL

25 Sept 1990

25X1 NOTE FOR:
Chief, SE Division Support Staff

25X1 FROM :

SUBJECT : Mission Statement -- The Office of General
Administration

25X1 Thanks for your note of 5 September 1990 concerning your thoughts on the Office of General Administration (OGA). I agree that the birth of OGA on 1 October can be looked upon as an opportunity for the MG career service. If nothing more, it does establish a home base . It could, indeed, serve to shape what the career service should look like in the future. Toward this end, I will establish a series of study groups or task forces to look at all aspects of the career service with the view toward shaping it for the future. I personally would like to see MG officers perform far beyond the role of facilitators. My vision has them playing key roles in strategic planning, resource management, and personnel management throughout the Agency -- I think there is, indeed, a void in all of these important areas. The key question is are we developing MG officers to serve in these areas -- I don't think we are at the moment.

As far as the DDA's executive development program (or lack thereof), I see the MG officers involved in it to the extent that all of the other DA Offices would be. Reality tells me that the DA Office Directors would not relinquish their responsibilities in this area to OGA. By the way, I think that they are looking at OGA, not with envy, but with puzzling curiosity as to what it is supposed to do as they cautiously guard their turf.

The key question, then, still remains, what is OGA and what is its mission. Perhaps we should start off with a small step so to speak with the view that the Office would blossom in the years ahead. Again, thanks for your thoughts -- keep them coming in any format.....

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5 SEP 1990

MEMORANDUM TO: Director, Office of General Administration

FROM:

Chief, SE Division Support Staff

SUBJECT: Mission Statement - The Office of General Administration

1. Picking up on your address at the MG Conference, I would like to offer some personal thoughts on the new Office of General Administration (OGA) and how we can seize the opportunity facing us in the next several months to shape it's future. The two active words in the previous sentence are "seize" and "opportunity" and they are important. We must look ahead and use OGA as a tool to shape the future career service. The next several months will present a window of challenge for your leadership and provide a chance to examine and shape the future of the career service. The basic premise we must start from is there will be a significant change in the way the Agency does business. The political realities of the past twelve months dictate this change and we should use OGA to spearhead that change in the DDA. Why, because we are a small service, relatively unhindered by a "culture" as many other DA offices are, and have possess an intelligent, talented workforce.

2. Mission statements are usually general declarations of intent. I think it important that OGA's first statement should be more than general. Before starting the statement, we need to determine the nature of business we want to be in and shape the statement accordingly. Are we to limit ourselves to a directorate or expand into substantive Agency roles? Do we see ourselves only in the role of facilitator (Support Officer) or should we look toward program management as our future bread and butter? Can or should we do both? What areas of growth are anticipated in the Agency? How can we take advantage of growth areas to better position the office in the future? At a second level, should the mission statement address OGA's position within the DDA. For example, is the DDA interested in developing an Executive Development Program? Are developmental or participative roles possible for OGA in such a program? With increasing emphasis on strategic planning, can we play

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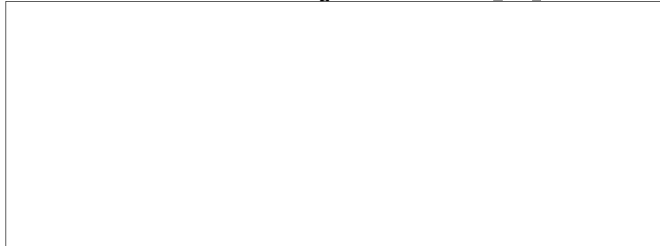
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more actively in staff roles at directorate or office levels?

3. As mentioned in the first paragraph, OGA is loaded with intelligent, versatile and Agency-smart employees. Developing the mission statement should should take their talents into account. Many careerists are concerned the rules of the game are changing and will be looking to the mission statement to tell them the new rules. The statement should not alarm careerists but should challenge and reinforce simultaneously.

4. Obviously the preceeding paragraphs indicate I am an advocate of change. I sincerely believe the next several months are particularly critical to the MG Career Service, not for survival, but to carve out a stake in the future of the directorate and Agency. If I were an another DA office head I would look at your position as a new office head with envy, knowing you have everything to gain in this time of change throughout the Agency. Let's put the IG report behind us and seize the opportunity.

5. If I can be of assistance to you in any possible way please give me a call



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